

SAFETY MANAGEMENT PROCESS



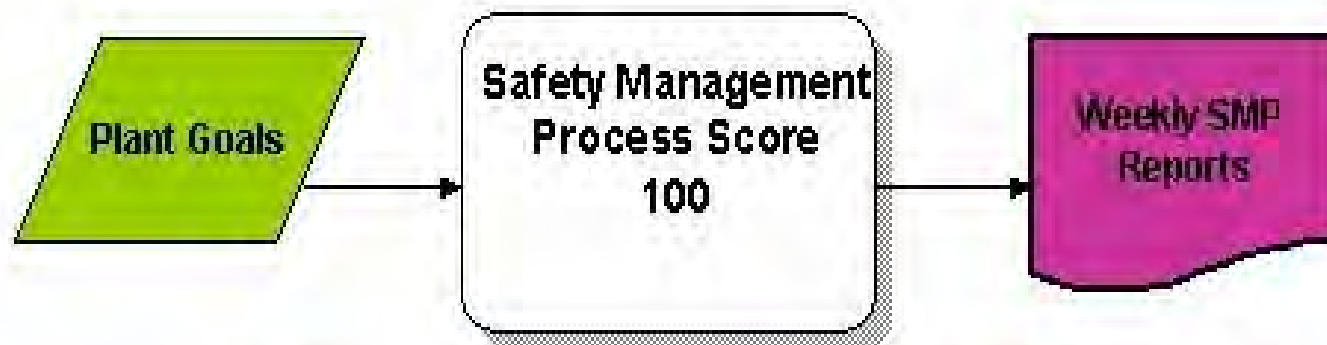
Safety Management Process –
Proactive safety metrics that drive
safety performance in large and
complex facilities.

Anne M. Bevington, Coors Brewing Company

anne.bevington@coors.com

303 277-6350





Safety Management Process (SMP)

SMP – WHAT is it?

- Safety Management Tool that focuses on leading indicators versus lagging
- 100 Point Scoring Metric
- Combination of 4 Primary Safety Metrics
 - Individual Participation
 - Group Participation
 - Compliance Training
 - Case Incident Rates
- Process that creates involvement in safety for EVERY employee

Safety Management Process (SMP)

SMP - WHY Does it work?

- Proactive involvement in Safety drives results!
- Leading indicators are more effective than lagging
- ACCOUNTABILITY!! Creates Individual, Team and Leadership Accountability for Safety
- Employees control what they can control
- There is always FOCUS even when there is NOT an injury
- Peer Pressure
- Emphasis is on behaviors
- Practical

Safety Management Process (SMP)

SMP – HOW Does it Work?

- Simple Computer Database that tracks four categories and combines them for an overall SMP Score.
- SMP provides constant feedback to areas from up to date reports accessible by all levels of the organization
- All data is tracked at individual, team, department and plant level

Safety Management Process (SMP)

SMP - WHO Does it?

- Each employee must participate at defined levels for “credit” (2-5 Activities/month)
- Teams (Areas, Departments) must proactively participate in Safety for Team Safety Score
- Compliance Training must be complete by all team members
- Reports are generated daily for review by all levels of the organization.
- Individuals and Teams manage their safety not EHS

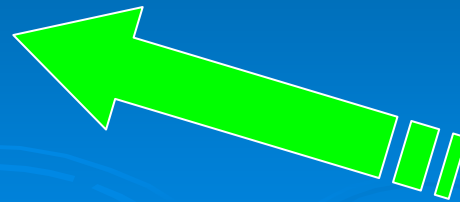
Elements of SMP

Four Key Components

- Individual Participation
- Team Participation (Initiatives)
- Compliance Training
- Case Injury Rates

Proactive

Reactive



Individual Participation

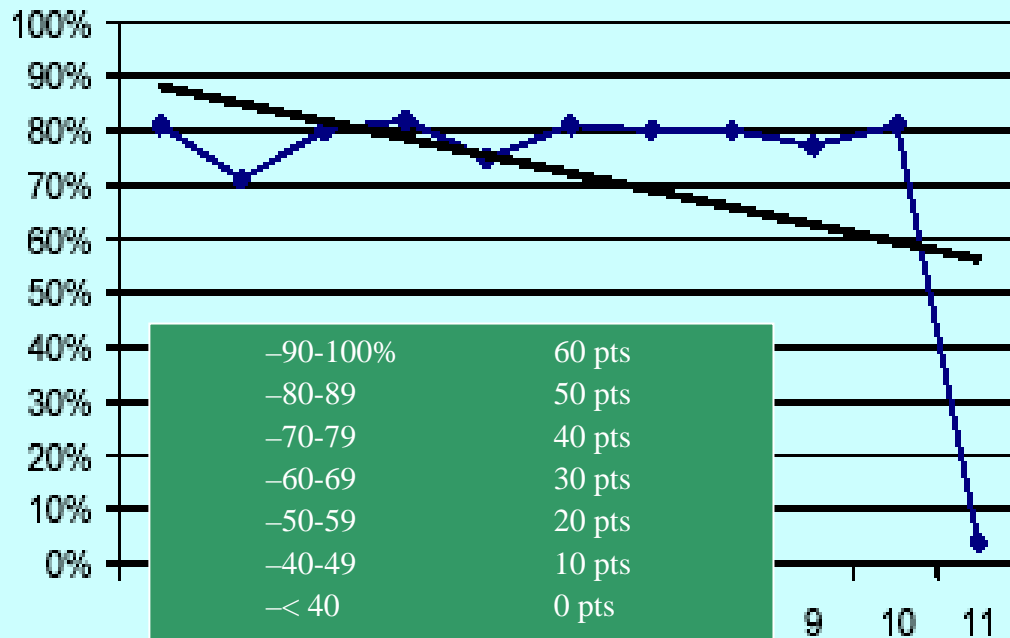
60 pts

Coors Safety Management Process

Year: 2004

GBBU Participation

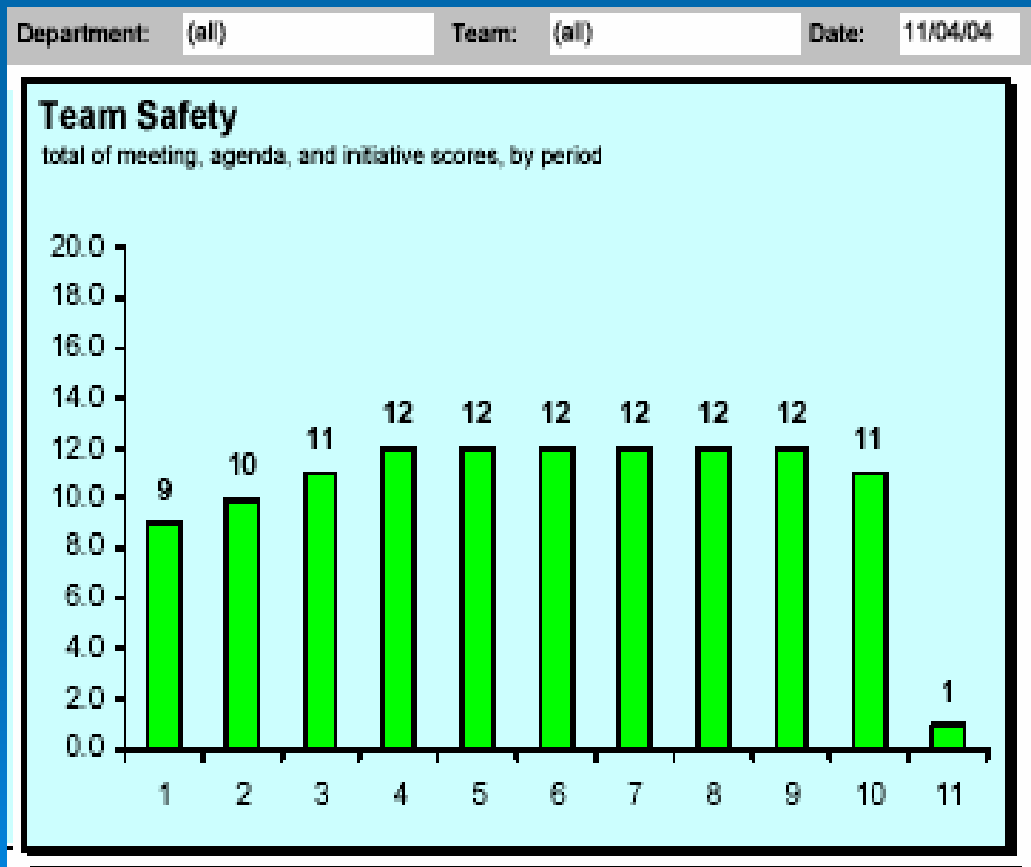
% of employees participating in SMP, by period



- Observation Cards
- Job Safety Analyses
- JSA Training
- JSA Auditing
- Safety Meetings
- Safety Audits
- Maintenance Walkthroughs
- Pre-Shift Stretching
- IH Sampling Requests
- IH Sampling Results Team
- Ergonomic Assessment Requests
- Ergonomic Assessment Actions
- Project Walkthroughs
- Safety Workorders
- Incident Reviews
- Safety Visual Aids
- Hazard Alerts
- Individual Safety Initiative
- Housekeeping Audit
- PPE Fair
- Safety Fair
- Brown Bags

Team Safety

20 pts



- Team Meetings/Safety 1st on Agenda (5)
 - Meeting Minutes
- Safety Observation Summary Review and Corrective Action (5)
- Team Initiatives (10)
 - Team Initiative Form
 - Continued Progress period to period
 - Several team members participating

Safety Observation Summary

Coors

Safety Management Process

BOS Audit Report - Summary

09/01/2005 to 12/05/2005

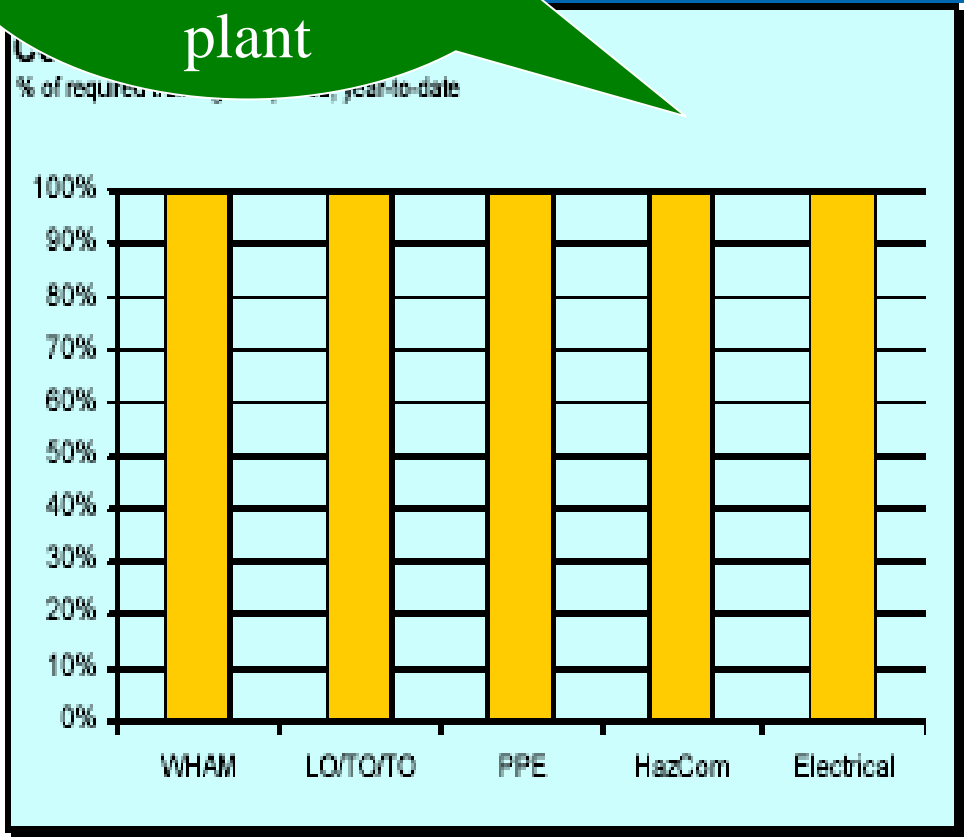
Card Type	Count
Lower Valley/CTO	
Buffalo Chips	
Housekeeping Sanitation	
Unsafe Condition	11
Card Total	11
Lighting Electrical	
Unsafe Condition	1
Card Total	1
Mobile Equipment	
Safe Action	2
Safe Condition	1
Unsafe Action	1
Unsafe Condition	12
Card Total	16
Other	
Safe Condition	1
Unsafe Action	3
Unsafe Condition	4
Card Total	8
PPE	
Safe Action	2

Coors Safety Management Process		BOS Audit Report - Detail			
		09/01/2005 to 12/05/2005			
Name	BOS Type	Date	Card Type	Comment	Corrective Action
Slip Trip Fall					
Lower Valley/CTO					
Garage Services					
Thompson,JamesC	Ice	11/15/20	UC	ice outside shop causing a slippery condition	remove ice and snow from doors --for safe entry and exit
Beacham,Lelan L	Oil	9/9/2005	UC	the train crew came in the shop w/the locomotive to switch a car. Win they finished I was there was oil on the floor from the locomotive.	So I got some rags and cleaned it up before someone tripped on it. Good job!
Merriweather,StevenN	Oil	9/8/2005	UC	sw oil on floor by oil filler	cleaned up oil and check filler
Olivas,Edgar	Oil	10/5/200	UC	grease in walkway	cleaned up
Smith,AllanD	Oil	9/26/200	UC	oil left on floor	cleaned up mess
Beacham,Lelan L	SlipOther	9/22/200	UC	cords were laying on the floor, making it a trip hazard. So rolled them up and put them away.	good job!

Compliance Training

5 pts

Courses that are required for ALL areas of plant

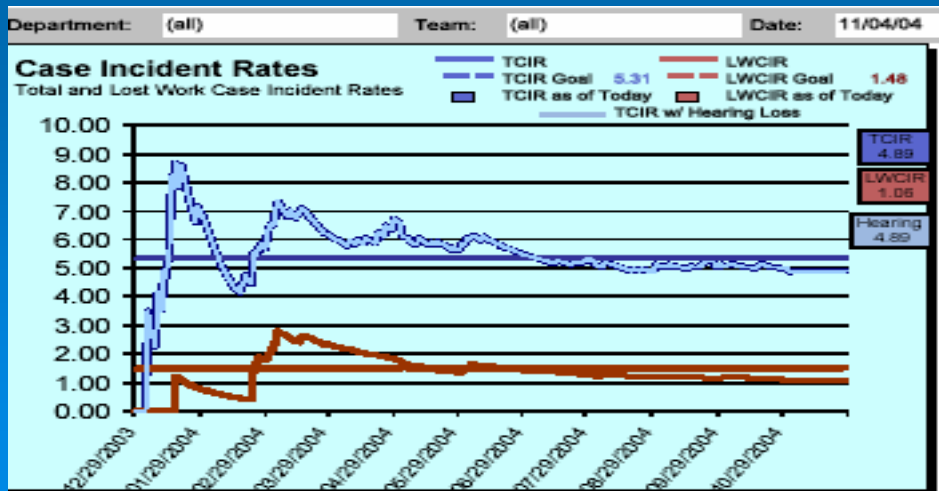
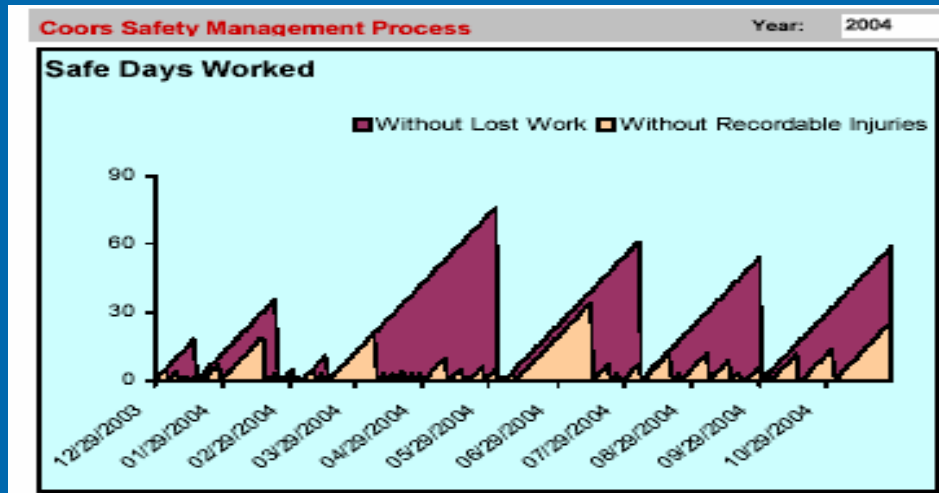


- Points granted once 100% of team completes all training courses
- Once you earn points you get them the rest of year
- All training is tracked in SMP

Plant Safety Incident Rates

Team Safety Results

15 Pts



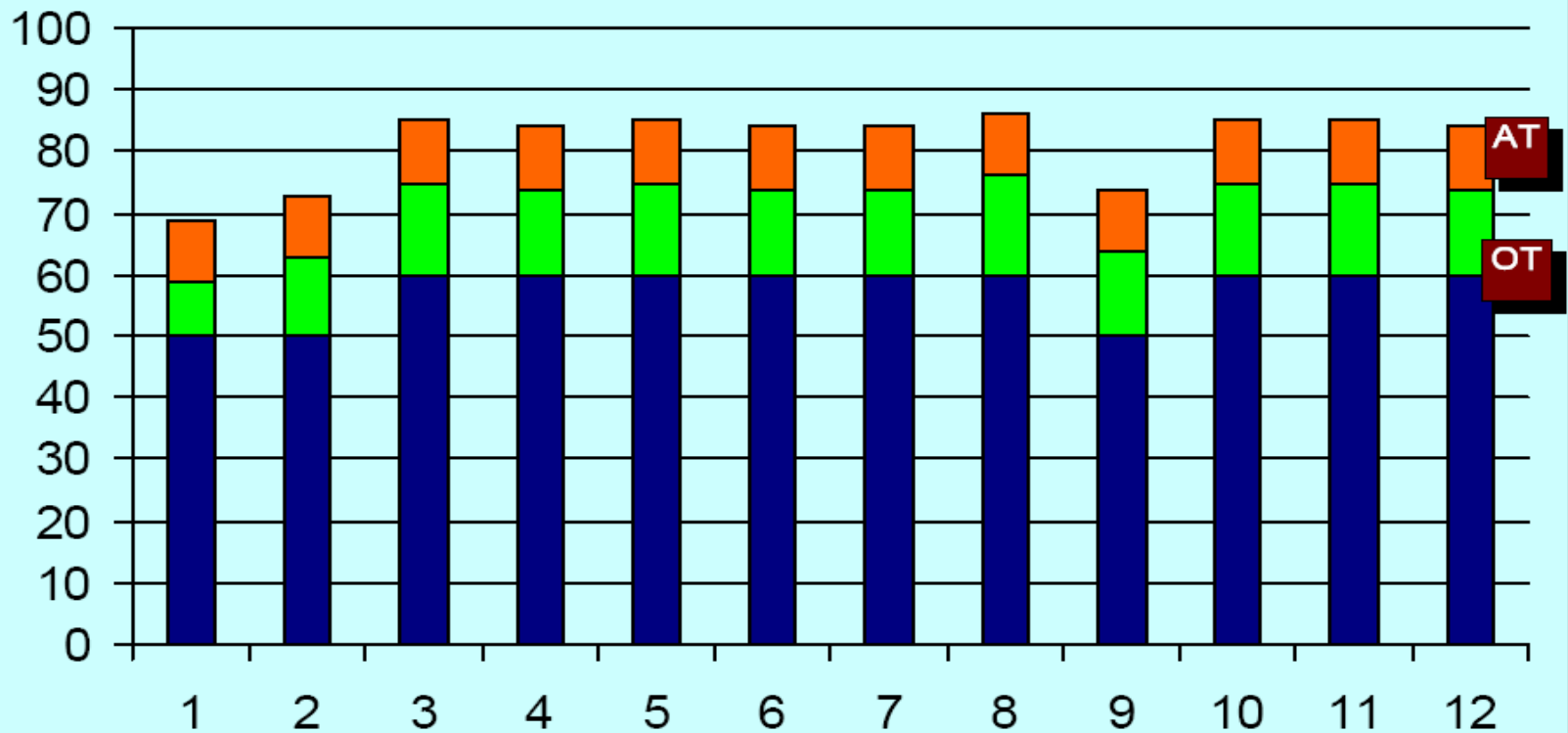
- Plant Total Case Rate (2.5)
- Plant Lost Work Case Rate (2.5)
- Team (Department/Line) No OSHA Recordable Injuries for period (10)

SMP Score

Safety Management Process

SMP Score, by period

■ Participation ■ Team Safety ■ Training ■ Incidents



SMP Report

Coors Safety Management Process

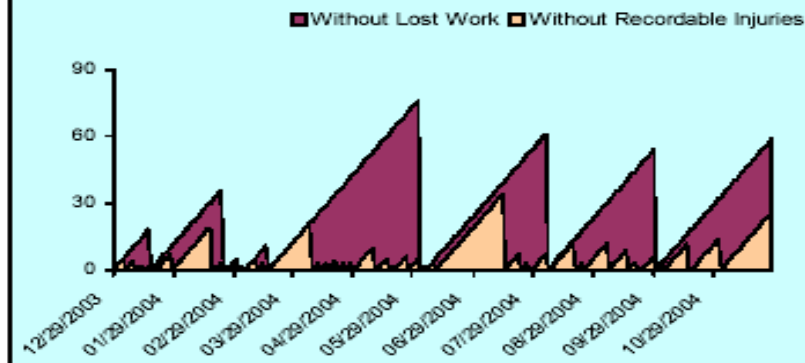
Year: 2004

Department: (all)

Team: (all)

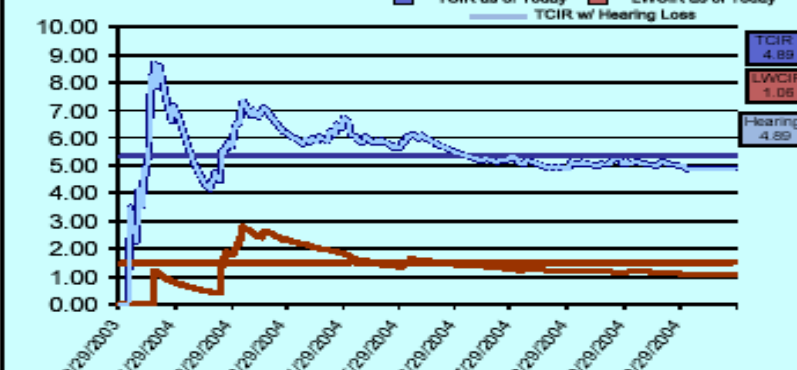
Date: 11/04/04

Safe Days Worked



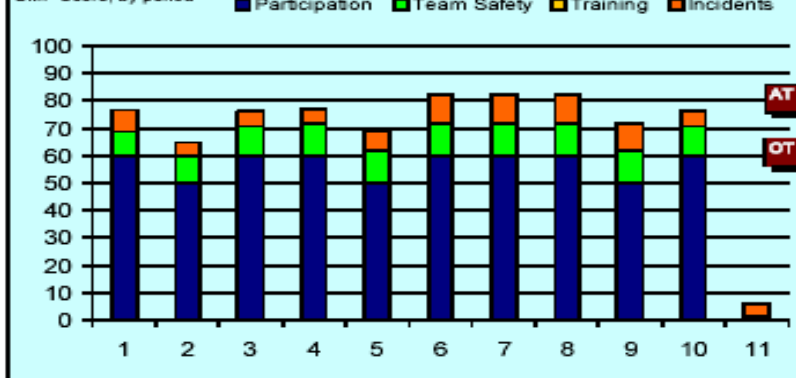
Case Incident Rates

Total and Lost Work Case Incident Rates



Safety Management Process

SMP Score, by period



SMP Report – Page 2

Coors Safety Management Process

Year: 2004

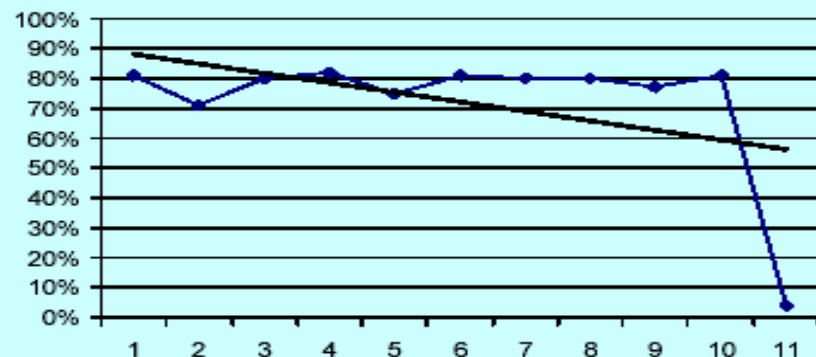
Department: (all)

Team: (all)

Date: 11/04/04

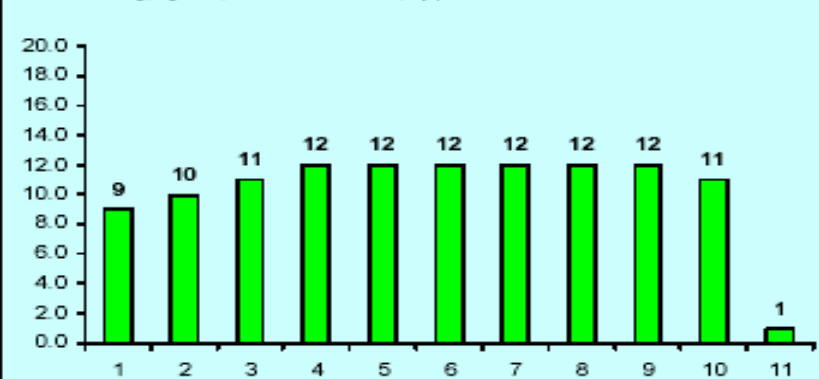
GBBU Participation

% of employees participating in SMP, by period



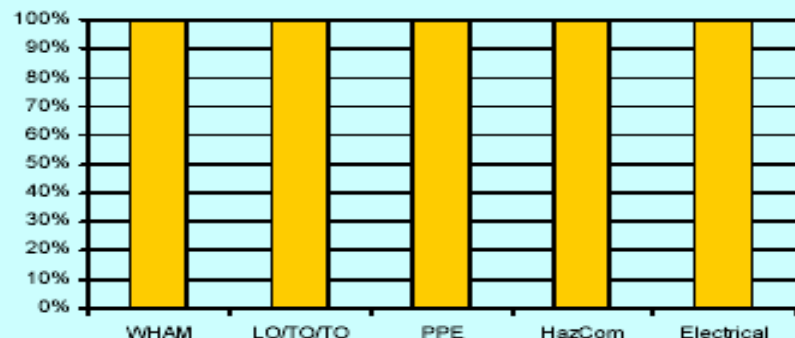
Team Safety

total of meeting, agenda, and initiative scores, by period



Compliance Training

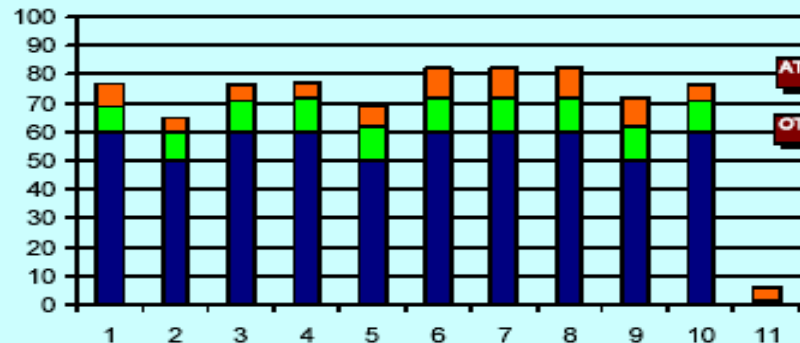
% of required training completed, year-to-date



Safety Management Process

SMP Score, by period

■ Participation ■ Team Safety ■ Training ■ Incidents



Safety Management Process (SMP)




SMP – Key Points

- We don't chase safety incident numbers; we control what we can control
- Each individual must participate in defined number of activities per month
- Drives safety into organization at all levels
- Gives everyone something to talk about and something to review specific to their involvement in safety
- Keeps focus on compliance training
- Gives tool to communicate back on what has been accomplished around safety – Corrective Actions, completed work orders, etc.

SMP – Other Reports

- OSHA LOG
- Root Cause Injury Reports
- TEAM Initiative Report
- TRAINING BY Person
- Participation by Person, Team, Department
- Corrective Action Reports
- Injury Trending, Observation Trending, Etc.

Incident Tracking



Edit Incident for Barela, Ernest W

Job Title:	Inst. Tech	Social Security Number:	999-99-9999	Sex:	Male
Type of Incident:	Medical(M)	Street:		DOB:	
<input type="checkbox"/> ER <input type="checkbox"/> Hospital <input checked="" type="checkbox"/> Other	Facility Information	City:		Hire Date:	
Name of Physician:	Smaldone	State:		ZIP Code:	
Recordable Reason:	Other	Incident Classification:			
Date:	5/22/2005	<input type="checkbox"/> Engineering <input type="checkbox"/> System <input checked="" type="checkbox"/> Behavior <input type="checkbox"/> Other			
Time (hh:mm) :	12:00:00 AM	<input type="checkbox"/> Regulatory <input type="checkbox"/> Ergonomics <input checked="" type="checkbox"/> Training			
Location:	Process Maintenance	CaseSelection			
Work Schedule:	5x2	<input type="checkbox"/> Days Away From Work <input type="text"/> days <input type="checkbox"/> Job Transfer or Restriction <input type="text"/> days			
Length of Shift:	8 HRS	<input type="checkbox"/> Death <input type="text"/> Date of Death <input checked="" type="checkbox"/> Other <input type="checkbox"/> N/A			
Hours at Work:	0	OSHA Summary:			
Time Employee Started Work:		--wrench slipped (bolt broke) causing wrench to hit Earnie in teeth. Chipped front tooth and loosen 2 lower teeth			
Consecutive Days Worked:	0	Sequence of Events:			
Estimated Damage:	\$0	chipped tooth --wrench slipped (bolt broke) causing wrench to hit Earnie in teeth. Chipped front tooth and loosen 2 lower teeth			
Body Part:	Other	What Went Right:			
Body Part Other:	tooth	(recorded into SMP 5-25)			
Left/Right/NA:		Root Causes:			
Nature of Injury:	Fracture	bolt broke causing wrench to hit employee in the mouth- employee was pulling wrench towards himself at face level instead of pushing wrench.			
Nature of Injury Other:		Object or substance that harmed employee:			
Witness 1:		FRA#: 24			
Witness 2:		create corrective actions submit			

Root Cause Report

REPORT OF INVESTIGATION AND ROOT CAUSE ANALYSIS

FRA # 8	Date of Incident 02/10/2005	Time of Incident 15:30	Department PROCESS MAINTENANCE	Type of Incident M Medical	Estimated Damage \$0
Location of Incident Process Maint		Team Junkyard Dogs - A Days		Witness 1.	Witness 2.
Body Part Injured Shoulder		Body Part - Other		Nature of Injury Strain	Injury Nature - Other
Hours at work before incident 10		Work Schedule 4x4		Consecutive Days Worked 0	Length of Shift (hr) 12
Incident Classification:		Maintenance			

SEQUENCE OF EVENTS

Describe the physical situation plus pertinent events before, during, and after the incident. Report only Facts.

Employee was in process of replacing a defective automatic valve on a water line under F brew line. Line was to have been drained of water and employee opened a spigot to verify. Appearing to be empty, he started to loosen bolts and remove valve. When loose enough hot water started to pour out of the line and being on a ladder employee panicked and while climbing down the ladder to get out of the way he caught his shoulder on another pipe and strained it.

WHAT WENT RIGHT

Describe the procedures which were followed, proper work practices and PPE used, etc.

Made an attempt to verify the line was empty.

ROOT CAUSES

List the underlying, basic causes. These typically involve plant systems.

Valve should have manually stroked to the open position before checking the spigot

PERMANENT CORRECTIVE ACTIONS

List actions that will prevent recurrence of a similar incident by fully and successfully addressing causes.

Individual Assigned	What individual will do.	Date to be Completed	Actual Date Completed
Hagedorn, Richard E	Communicate hazards to the rest of PM teams to assure hazards are assessed prior to opening a line.	03/15/2005	03/15/2005



Process Manager / Date

OSHA Log

OSHA's Form 300 (Rev 01/2004)

Log of Work-Related Injuries and Illnesses

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

Year 2005

U.S. Department of Labor

Occupational Safety and Health Administration



Form approved OMB no. 1218-0170

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness incident report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Establishment name Cooks Brewing Company

City Golden State CO

Identify the person

(A)
Case no.

(B)
Employee's name

(C)
Job title
(e.g. Welder)

(D)
Date of
injury or
onset of
illness

(E)
Where the
injury occurred

(F)
Describe the injury or illness,
parts of body affected, and
object/substance that directly

Classify the case

CHECK ONLY ONE box for each case based on the most serious outcome for that case

Enter the number of
days the injured or ill
worker was:

*Check the "injury" column
or choose one type of

(H)

Remained at Work				Days away from work		On job transfer or restriction		Check the "injury" column or choose one type of					
Death	Days away from work	Job transfer or restriction	Other recordable cases	Away from work	On job transfer or restriction	Injury	Skin Disorder	Respiratory Condition	Poisoning	Hearing Loss	All other illnesses		
(G)	(H)	(I)	(J)	(K)	(L)	(1)	(2)	(3)	(4)	(5)	(6)		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____ days	_____ days	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	0 days	0 days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		

1 Keener, Kenneth M LOGISTICS - 01/19 WH Kags fell over in trailer and Ken got off lift to upright kags. Keg was upside down. Ken dropped keg on side, keg spun pinching Ken's right foot against trailer wall. 1/24/05 Changed to medical.

3 Blankenship, Danny Logistics 02/03 Logistics CTO Chemical exposure (diesel fuel) eyes, hands, face

Page totals >

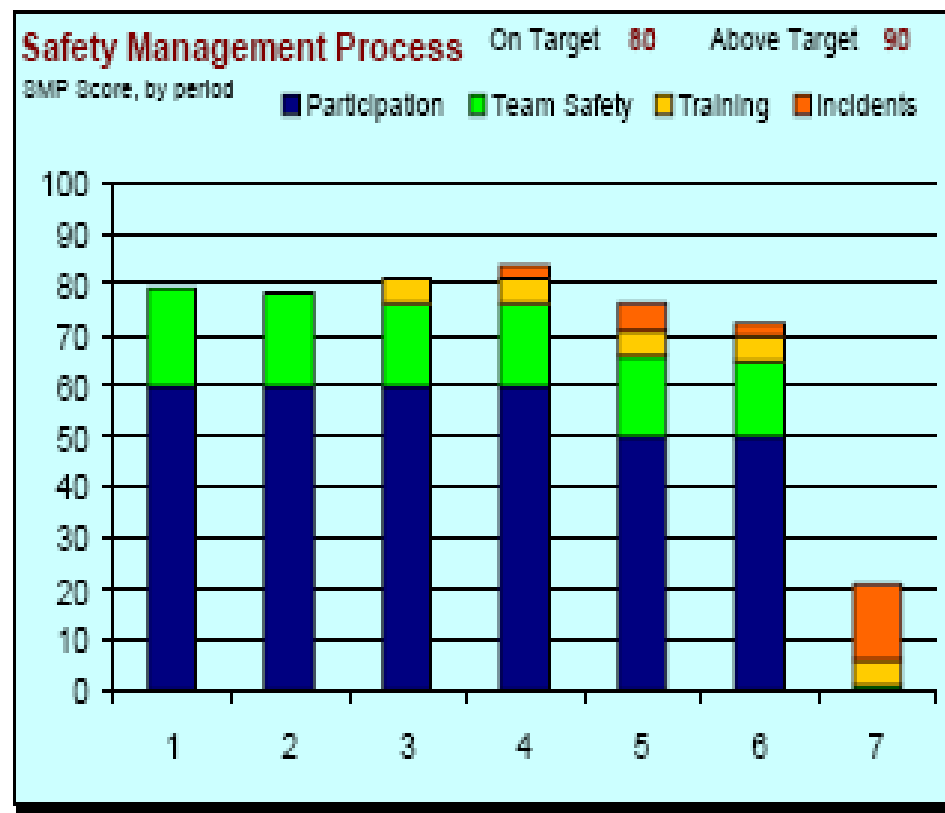
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Be sure to transfer these totals to the Summary page (Form 300A) before you post

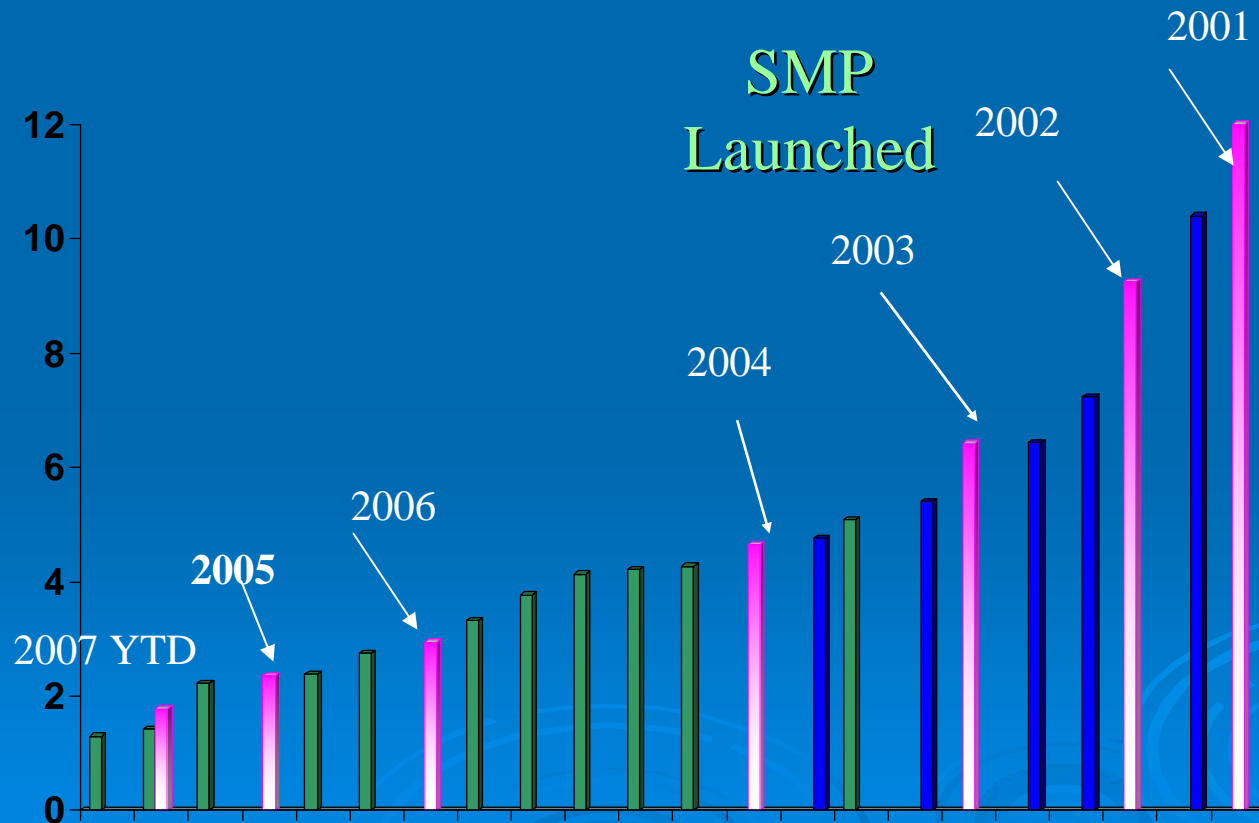
Coors Golden Brewery SMP 2007 Summary YTD

It really does work!

- Average SMP Score YTD 93
- Rough Start in 2006, but stayed the course
- Utilizing SMP, Focus and Accountability and Fun
 - Plant Manager requested action plans from low performers
 - Safety Revival
- LWCIR 2007 YTD < 0.5
- Total Case Rate < 2.5
- SMP's constant and consistent approach has STABILIZED our safety performance.
- **We respond to our performance, we do not panic from our results**



Coors - GBBU Vs. Industry Total Case Injury Rate



SMP

Driving Culture Change

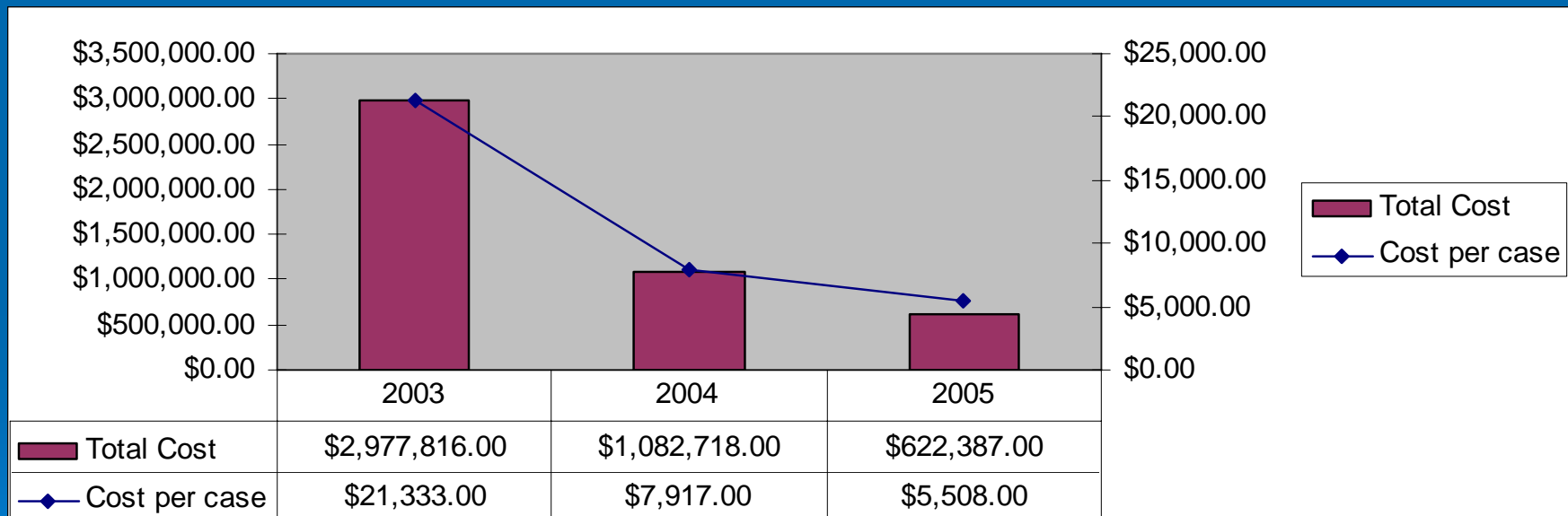


CULTURE



SAFETY CULTURE

Worker's Compensation Costs Golden Plant



SMP

Q & A

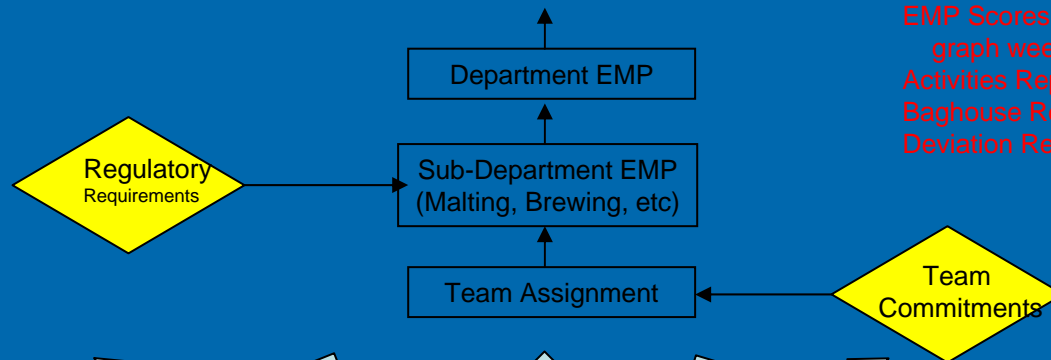




ENVIRONMENTAL MANAGEMENT PROCESS EMP

Period
Reports

EMP Scores by Sub-Department
graph weekly
Activities Report, text to team level
Baghouse Report
Deviation Report



**Environmental
Activities
60**

Roof Inspection
Stormwater Inspection
Roof Cleaning
Baghouse Monitoring
Employee Submittal
Chemical Inventory
Sump monitoring and follow-up
Waste accumulation inspections
Environmental Reporting (DMRs)
Area environmental audit
VOC Duct Inspection
Spill/Incident Investigation
Spill kit inspections
Opacity Observations

**Environmental
Incidents
10**

Can drill inspections
Can dump inspections
Culter trailer inspection
Bottle drill inspections
Glue/ink usage reports

No sump overages
No spills
No permit deviations
No ammonia releases
No upsets to WWTP
No missed Sampling

**Environmental
Training
5**

Environmental Compliance
Spill Response
Wastewater Awareness
PSM Training

**Department/
Team Initiatives
15**

**All Activities
Complete
10**

